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## Leaving a Legacy for Future Generations

In 2008, Qatar introduced a radical plan for its future, the Qatar National Vision 2030 (QNV 2030), based on four strategic pillars: human, social, economic and sustainable environmental development.

While both the public and private sectors are required to work with the QNV 2030 in mind to develop the country, a more short-term strategy was needed to ensure developments are on track. The General Secretariat for Development Planning (GSDP) implemented the National Development Strategy 2011-2016 (NDS) to do just that, and in 2012, the annual budget was replaced with a three-year budget to improve overall efficiency and resource allocation. The NDS covers all sectors of development, from culture to economic infrastructure, to education and economic diversification, to the environment, labor, natural resources management, sports, family cohesion and women's empowerment, and the National Health Strategy.

At the end of 2012, the GSDP and the United Nations Development Program (UNDP) released a jointly prepared report on the NDS's progress entitled "Qatar Leaving a Legacy for Future Generations: Progress, Challenges and Responses for Sustainable Development." The report highlights that the efforts and initiatives that Qatar has implemented are showing positive progress in many economic, social and environmental areas. For instance, in human development the country's ranking in the UNDP's Human Development Index rose from 51 in 2000 to 37 in 2011. In carbon dioxide (CO<sub>2</sub>) emissions, while emissions continued to rise over the decade 2000 to 2010, the rate of increase slowed markedly between 2007 and 2010, and on a per capita basis CO<sub>2</sub> emissions have declined since 2005. New technologies have also enabled Qatar to improve carbon capture and storage, while gas flaring intensity has been cut in half between 2008 and 2010. When it comes to recycling, volumes have increased from 10.5 percent in 2001 to 26.3 percent in 2008, according to the report.

The year 2012 did not have the same milestones for Qatar as the previous year, which started on a high note following the December 2010 announcement that Doha had won the bid to host the FIFA World Cup 2022. Indeed, such news propelled the country forward on a national level, with the successful bid a major confidence boost for the government and the Qatari people, while the infrastructure needed for the event triggered massive international interest.

On a more pragmatic level, 2011 signaled the end of a decade long process of boosting liquefied natural gas (LNG) production and marked a major milestone with Qatargas' Train 7 LNG plant coming online, taking capacity to 77 million metric tons per year and turning Qatar into the largest LNG exporter in the world. With such extra capacity, along with strong oil sales, Qatar's economy grew by 14.8 percent in 2011, the fastest in the world for two years running. But with a moratorium on further oil and gas projects, overall growth slowed in 2012 to 6.2 percent, although was still

higher than Middle East and global growth at some 3 percent. Yet while the hydrocarbons sector's growth slowed from 15.7 percent in 2011 to 3.6 percent in 2012, the non-hydrocarbon sector remained strong, with growth of 9 percent in 2012, accounting for an estimated 50 percent of the economy.

Such growth in the non-hydrocarbon sector and its contribution to the economy is of significance, indicating that Qatar is moving ever closer to its aim of 80 percent of the economy coming from the non-oil and gas sector, a policy Doha has followed for well over a decade but was set in stone in 2008 with the Qatar National Vision 2030 (see box on NDS and Q&A).

So, while 2012 was no repeat of 2011 in terms of major milestones or recording double digit growth – and let's face it, it would be hard to trump World Cup anticipatory fever and becoming the LNG hub of the world – Qatar has maintained the momentum it has invested so much in to morph into a knowledge-based economy.



الأمانة العامة للتخطيط التنموي  
General Secretariat for Development Planning

# Towards Sustainable Development for Qatar



استراتيجية التنمية الوطنية  
National Development Strategy



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**Q&A Dr. Saleh Al Nabit**  
Secretary General, GSDP

## Keeping the Vision Moving Forward



The General Secretariat for Development Planning (GSDP) coordinates the preparation, implementation and monitoring of the Qatar National Vision 2030 (QNV) and Qatar National Development Strategy 2011-2016 (NDS). The QNV defines the “Qatar of the future,” and lays the foundation for its sustainable development. The NDS sets out the policies, programs and projects that will help turn the QNV into reality. It includes almost 200 different initiatives, from healthcare and education, to technology and sustainable development. B'Here met with Dr. Saleh Al-Nabit, the Secretary General of the GSDP, to discuss the challenges in implementing such an ambitious national program.

**Q The Qatar National Vision 2030 (QNV) was launched in 2008, and the National Development Strategy (NDS) in early 2011. How do you rate progress so far?** The goals and objectives of QNV have ownership across all sectors of society reflecting the broad participation in its preparation. The NDS is a six-year plan of action to steer the country towards these goals. The first phase was trying to make sure that everybody knew what development changes we were trying to bring about and how. Next, that every ministry and agency had a strategic plan aligned to the NDS, so that we are all going in the same direction. The current phase entails GSDP monitoring NDS implementation, and this is where we are at now. We have regular meetings with the ministries and agencies to assess progress, and we have established our own management information system database to monitor all the projects and related targets, that is to manage for development results.

**Q You have one of the most difficult jobs not only in Qatar but in the region because you are trying to change the whole country. How do you prioritize?** We have set some national priorities. But we must focus on all the four pillars of the QNV, that is human, social, economic and environment development, as well as modernizing public sector institutions. We prioritize objectives within each development pillar, for example there is a huge focus within human development in national capacity building, to build and align skills to the needs of a knowledge economy. Our human resources are the key to our development progress. In the economic sector, there is a focus on how to diversify the economy and encourage the private sector to be more efficient, innovative and more productive. Critically, we have to take into account inter-sectoral link-

ages and join-up initiatives. For example linking educational outputs to the needs of the labour market: linking health and environment and so on.

**Q In the second half of 2013 there will be a mid-term assessment of the NDS. Are you optimistic that you will meet your targets by then?** We aim to achieve the targets we set in the NDS by the end of 2016. By the end of 2013 we should expect that there will have been significant progress towards many of these targets. We will review implementation progress and challenges, and strengthen institutional and human resource capacities, to help us achieve our targets. But some of the targets may not be attainable, so we will adjust them at the mid-term review of Qatar National Development Strategy 2011-2016.

**Q What do you feel are the biggest challenges to developing and implementing national strategies?** Getting a consensus on what the national development priorities are and aligning public sector institutions to work together to help meet these priorities are challenges. Human resources also continues to be a challenge. We are in the midst of implementing Qatar's first national development strategy and we lack sufficient experience in project management for example. There has been good progress across the public sector through several capacity building initiatives. But we are not yet where we want to be.

**Q How much of a challenge is it to get young people to opt to work in the private sector instead of the public sector?** Getting young people to enter the private sector on leaving the education system is a considerable challenge, especially among women. But if you have young people who are oriented towards business, innovation and entrepreneur-

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ship through their studies, they will opt for the private sector. Other young people have different talents and priorities and prefer to work for the public sector because of perceived better employment conditions. We have a shortage of Qataris that have certain academic specializations and technical expertise. But there has been good progress with graduates from Qatar University and Qatar Foundation universities increasingly meeting the needs of a knowledge economy. With time I feel we will find more and more Qataris interested in working in the private sector, as it is often a more dynamic sector.

**The GSDP is involved in the production of IMD's World Competitiveness Report. How do you rate Qatar's competitiveness?** In some fields Qatar is competing well against the world's most competitive global economies, where we rank very high in the league table of nations. And we are working on our shortcomings in order to improve our competitiveness. It is a good idea to have somebody else, such as IMD, look at our performance objectively against international benchmarks and tell us where the gaps are so that we can try to bridge them.

**Recently you delivered a speech at a high-level ministerial meeting of ECOSOC at the United Nations in New York on Qatar National Development Strategy. How do you feel you were perceived by your peers?** Qatar's presentation was well received. National economic growth and our gains in human development are a big success story that many countries are interested to learn about. I had positive feedback



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from international colleagues who respected the focus of Qatar on our ongoing human development programmes in education and labour market reforms, as well as on women's empowerment. They also respected the wise use of the country's financial resources on capacity building, human development and social protection among others.

**How does the 2022 World Cup fit into the goals of the NDS and the QNV?** Qatar's preparations for the 2022 World Cup will bring about markedly improved infrastructure: better roads, better railways, better sports facilities and so on. This is already creating more businesses

opportunities and adding to economic growth. In addition to FIFA 2022, Qatar is increasingly becoming an international destination for a wide range of top-class sporting events. Hosting such events helps create among others a culture of physical fitness and good health which is an objective of the QNV and NDS.

**In 2017 the plan is to create a second National Development Strategy?** Yes, a second national six-year development plan will be formulated to cover the period 2017 to 2022, that is taking Qatar to the year of the 2022 World Cup. But for the present our focus is first and foremost on meeting the targets of our first strategy.